

Growing the next generation of leaders

Leveling up your leadership teams

Kathleen Vignos
LeadingEng 2023



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Leveling up your leadership teams

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I want more.



I want more.



I want more.



I want more.



YE 2023 Review Strengths

- ✓ Tech Skills
- ✓ Project Execution
- ✓ Teamwork
- ✓ Problem Solving



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YE 2023 Review Opportunities

- Judgment
- Communication
- Impact
- Influence



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TACTICAL



YE 2023 Review Opportunities

- Judgment
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STRATEGIC

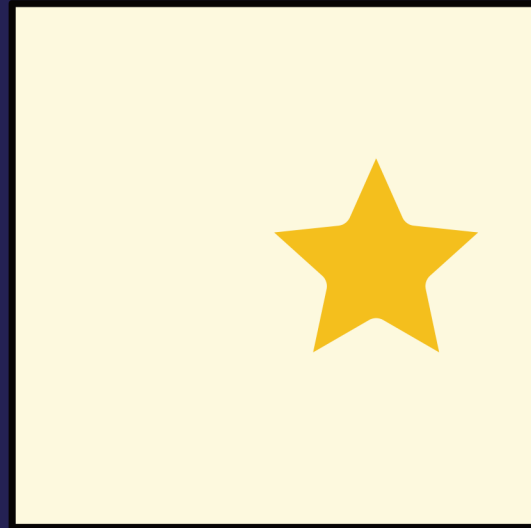
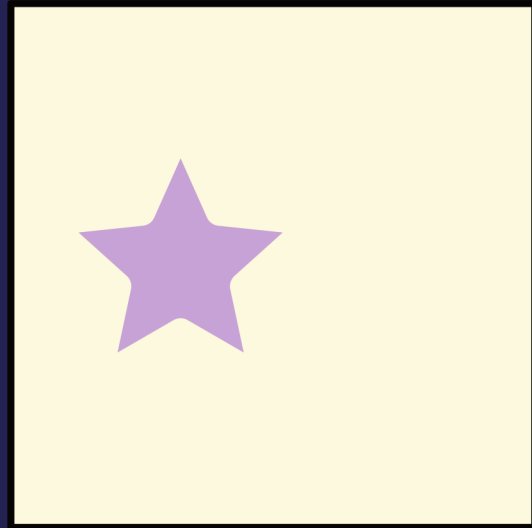


YE 2023 Review Opportunities

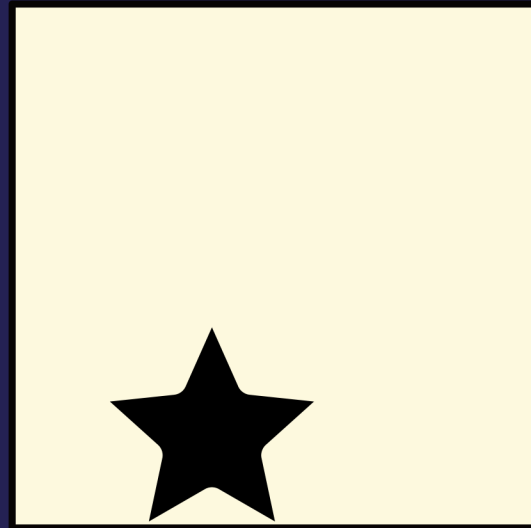
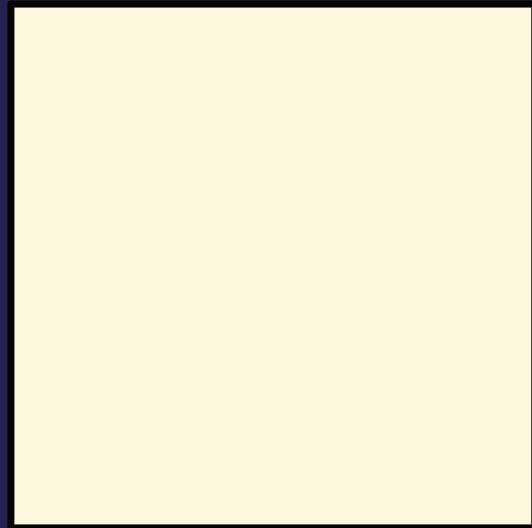
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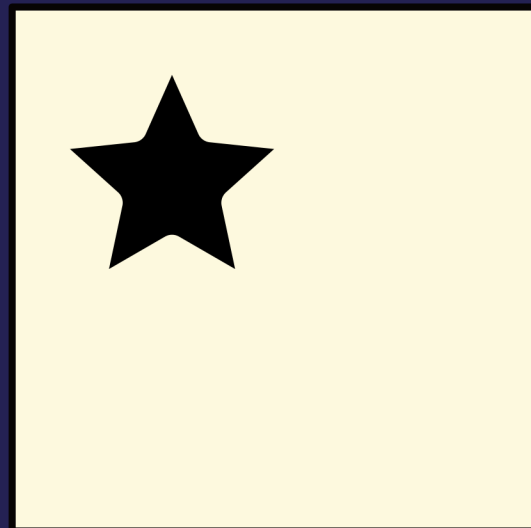
High perf



Med perf



Low perf

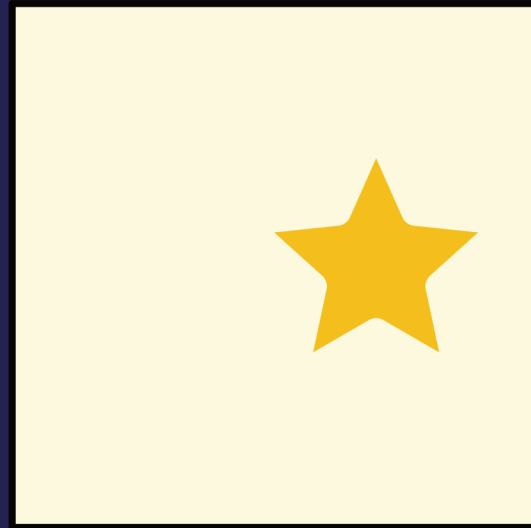
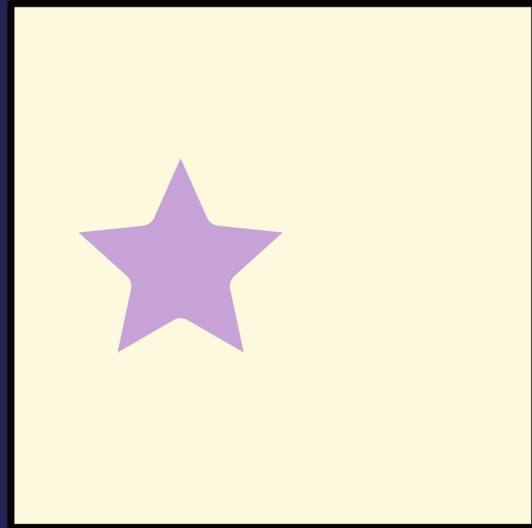


At potential

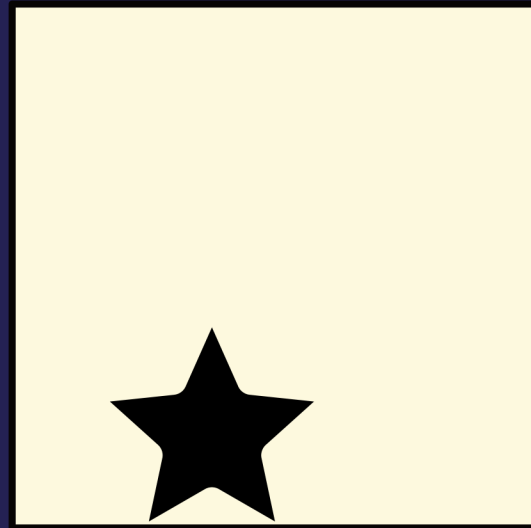
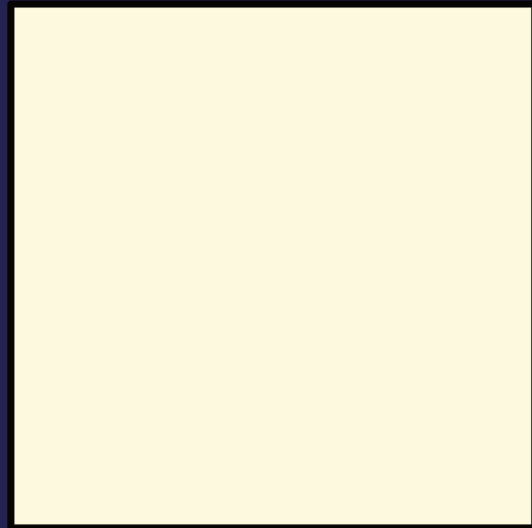
High potential

High potential + High performance

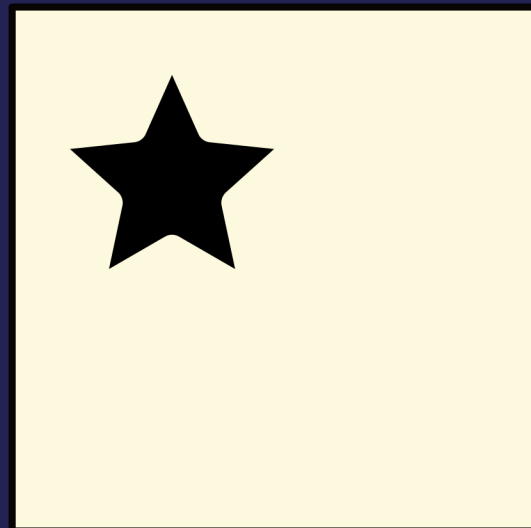
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Med perf



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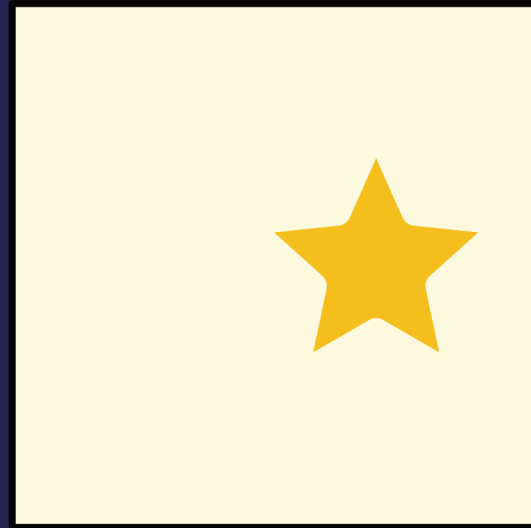
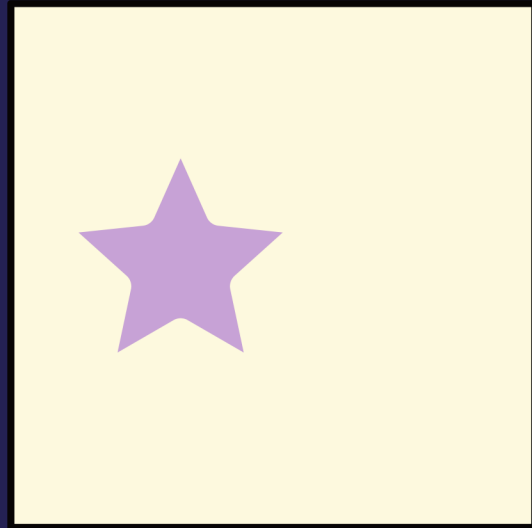


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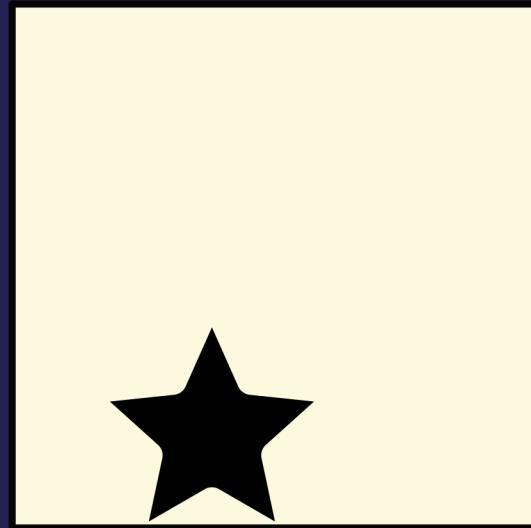
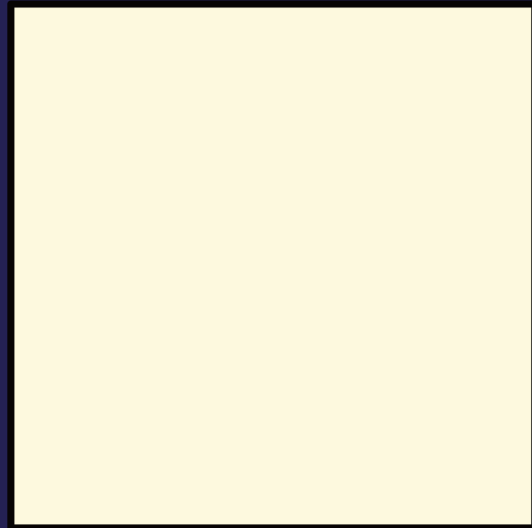
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**High
potential +
High
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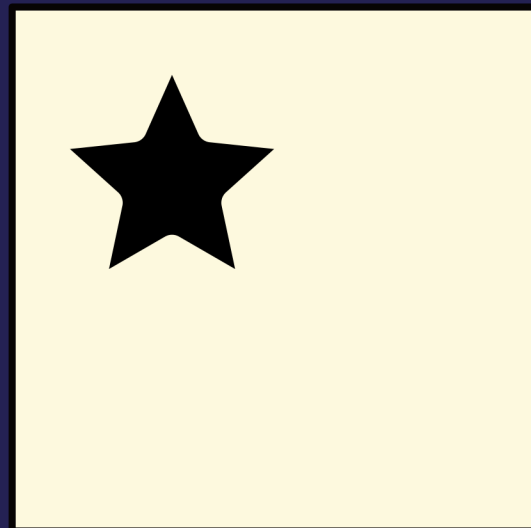
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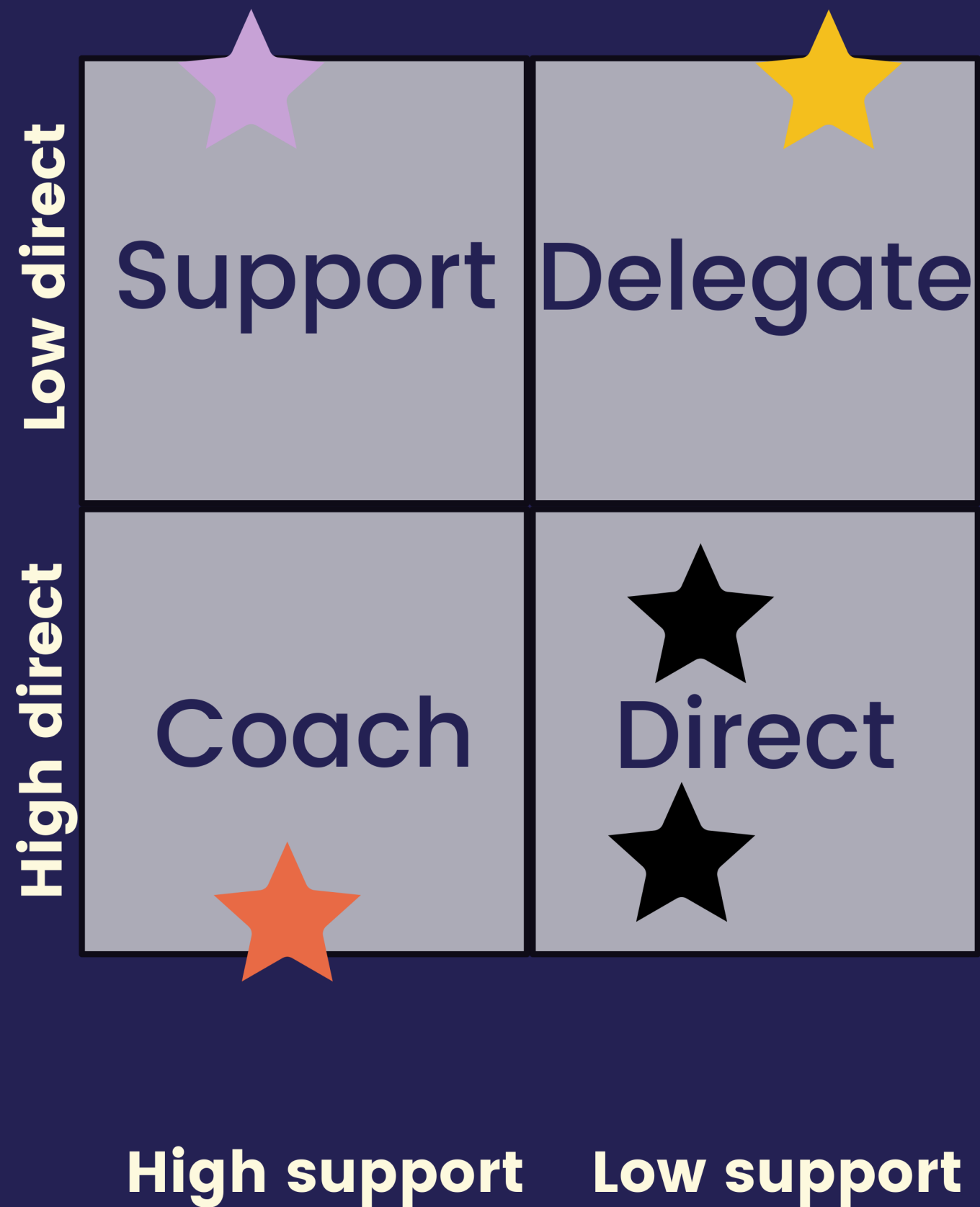
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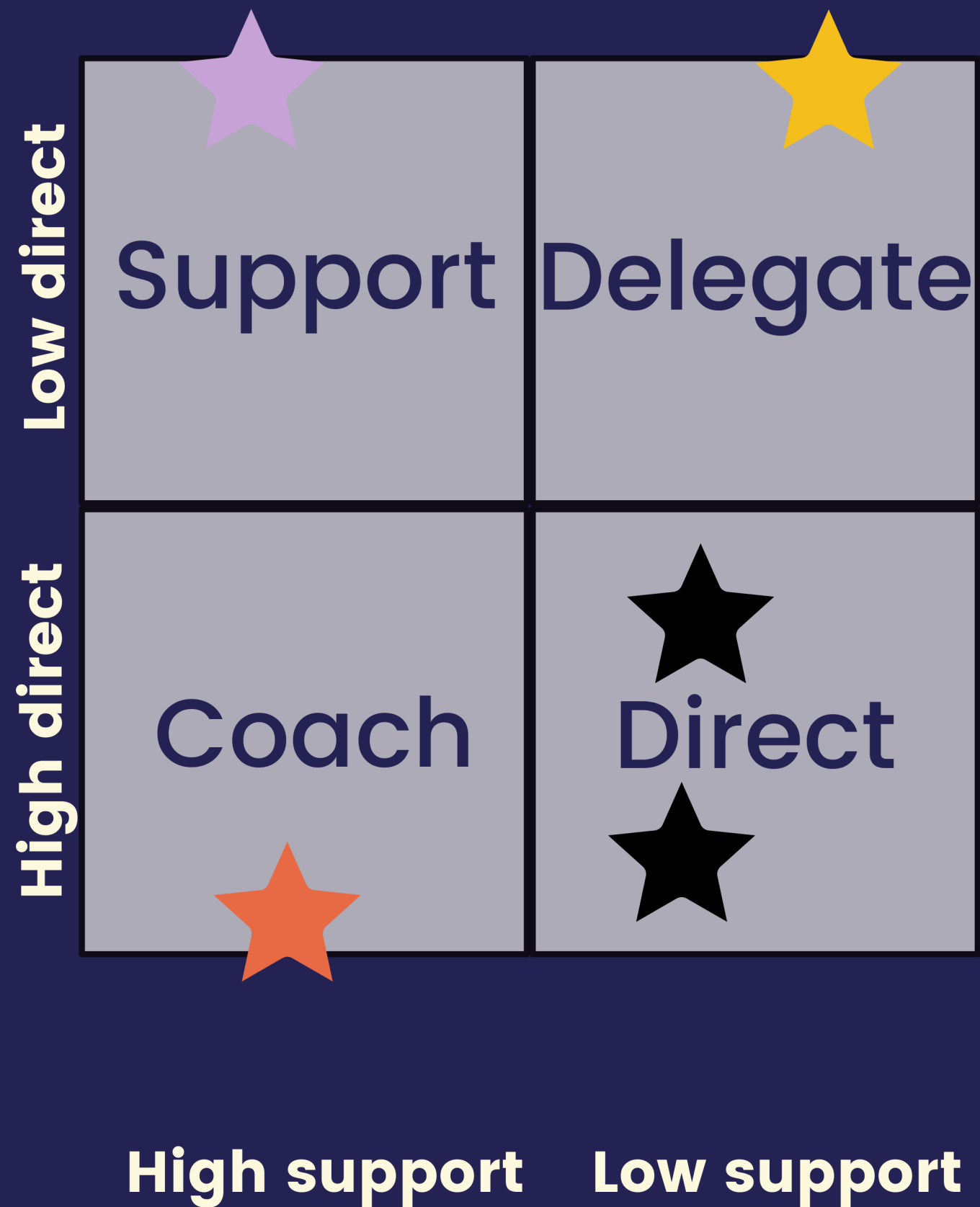
At potential

High potential

**High
potential +
High
performance**



Situational Leadership Model



Situational Leadership Model

High direct Low direct
High perf Med perf
Low perf



At potential
High support

High potential
Low support

Situational Leadership Model

High direct Low direct
High perf Med perf
Low perf



At potential
High support

High potential
Low support

Situational Leadership Model

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Situational Leadership Model



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STRATEGIC



Changing the Audience



Changing the Audience

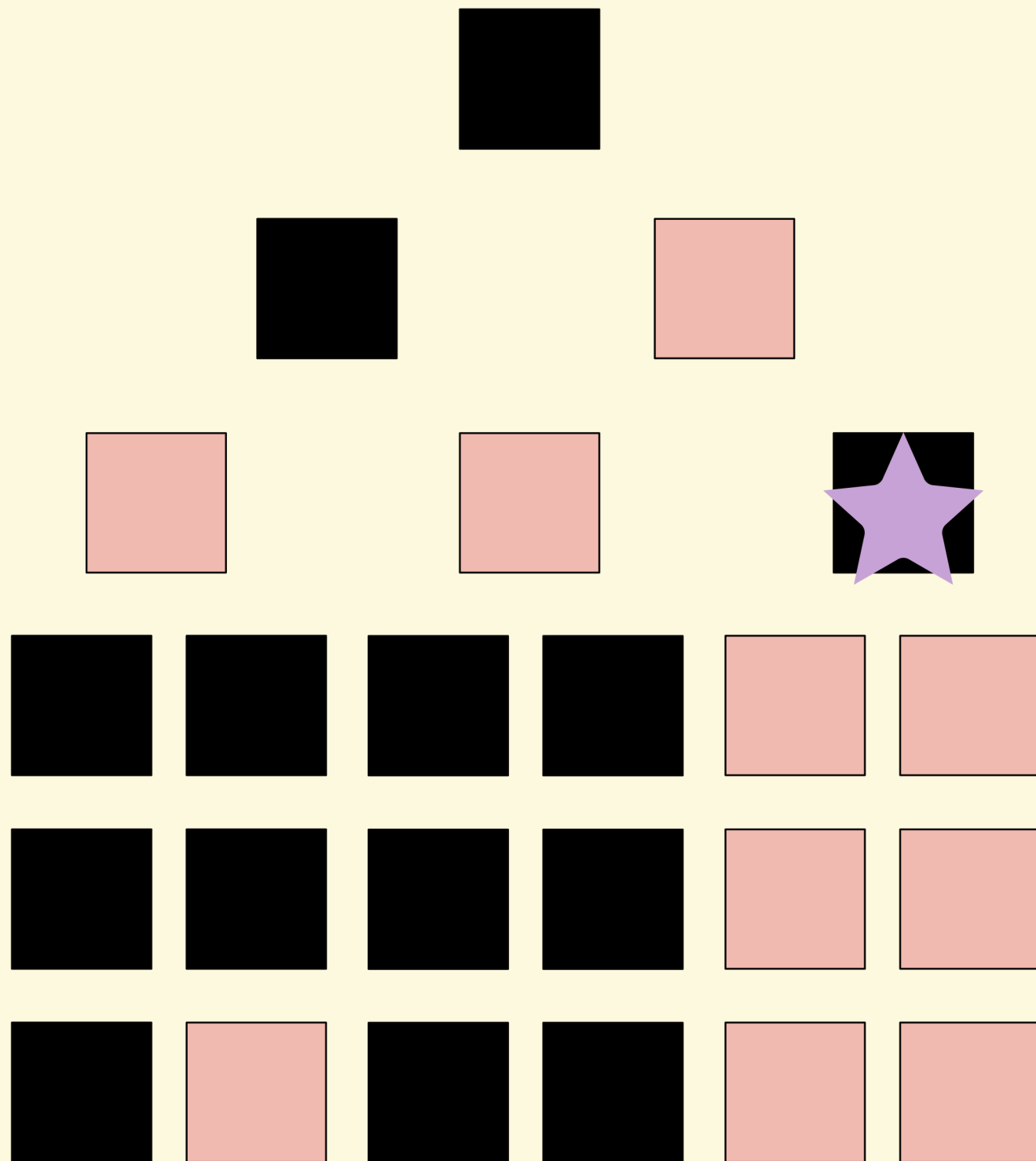


Changing the Audience

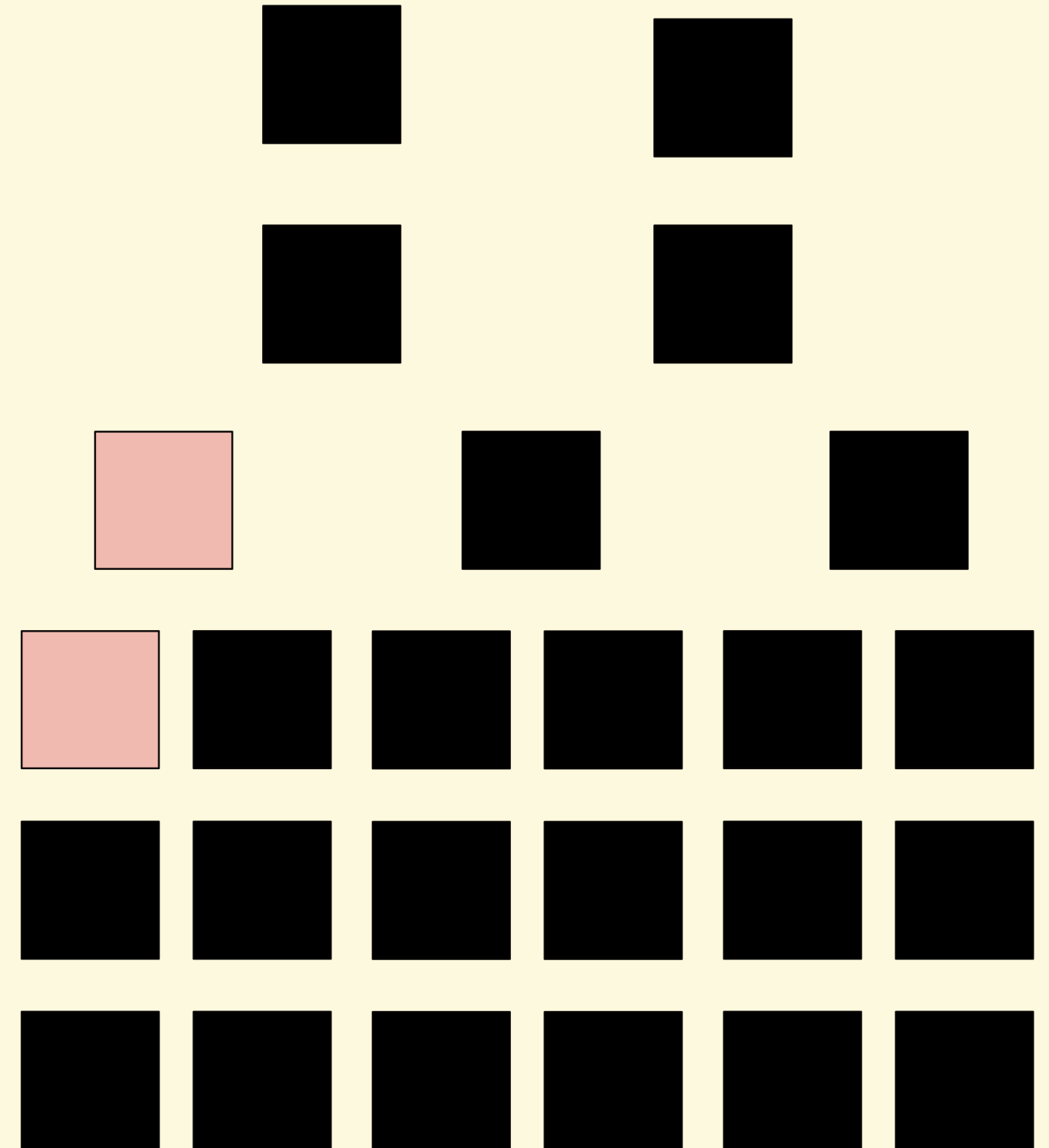
Audience: Who

Tech Org

CEO

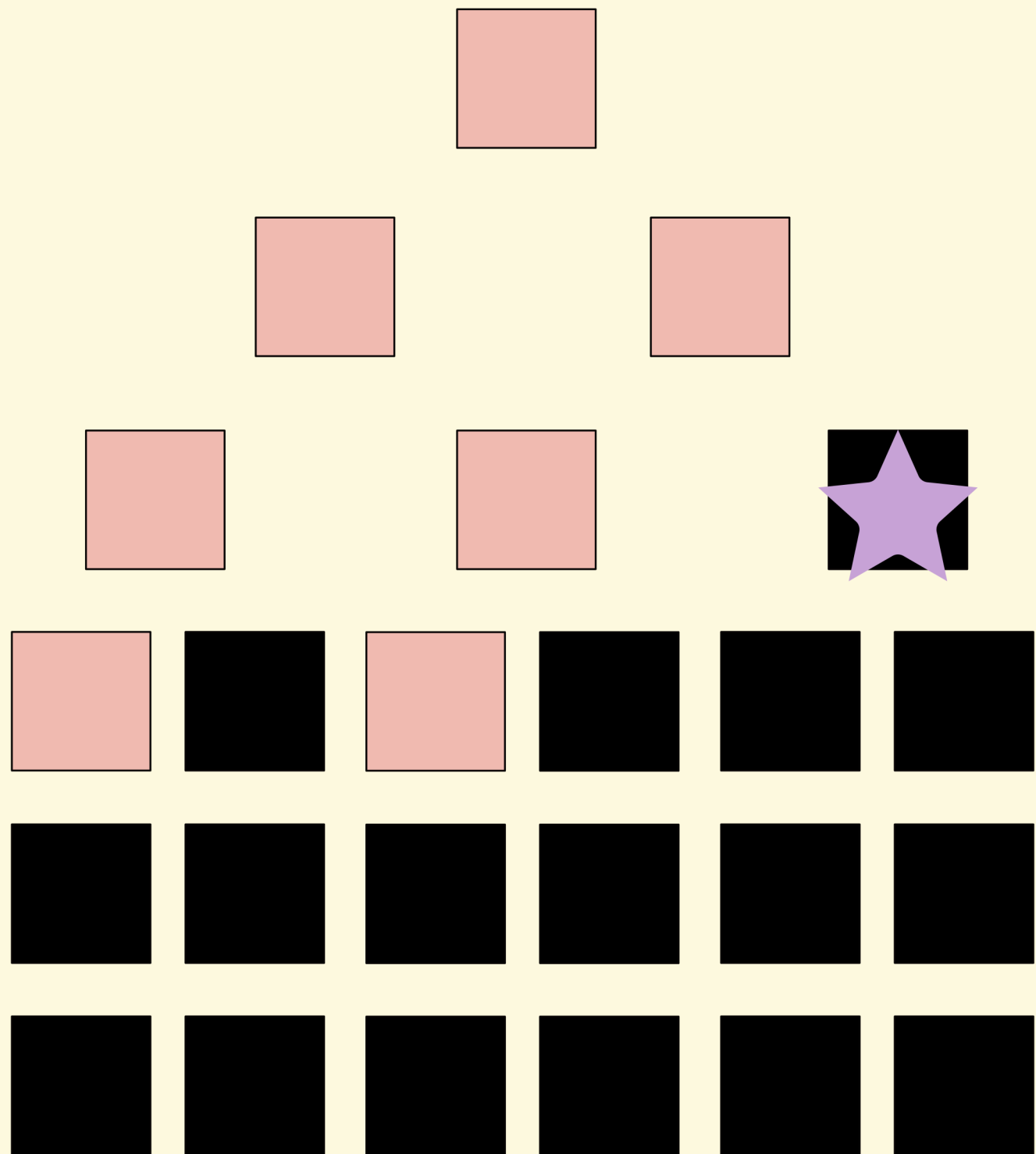


Partner Orgs

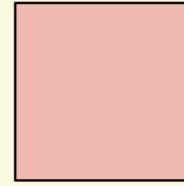


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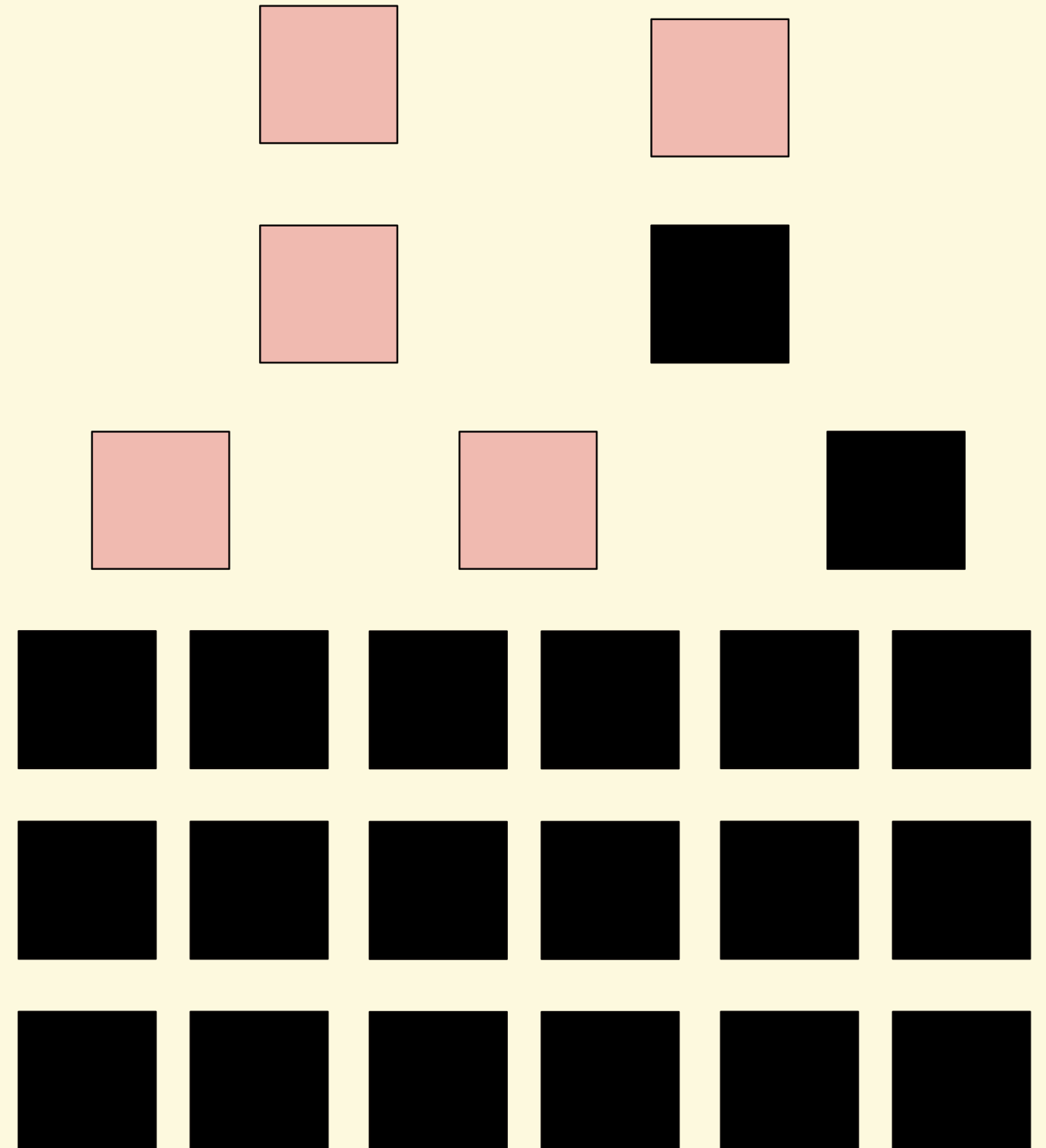
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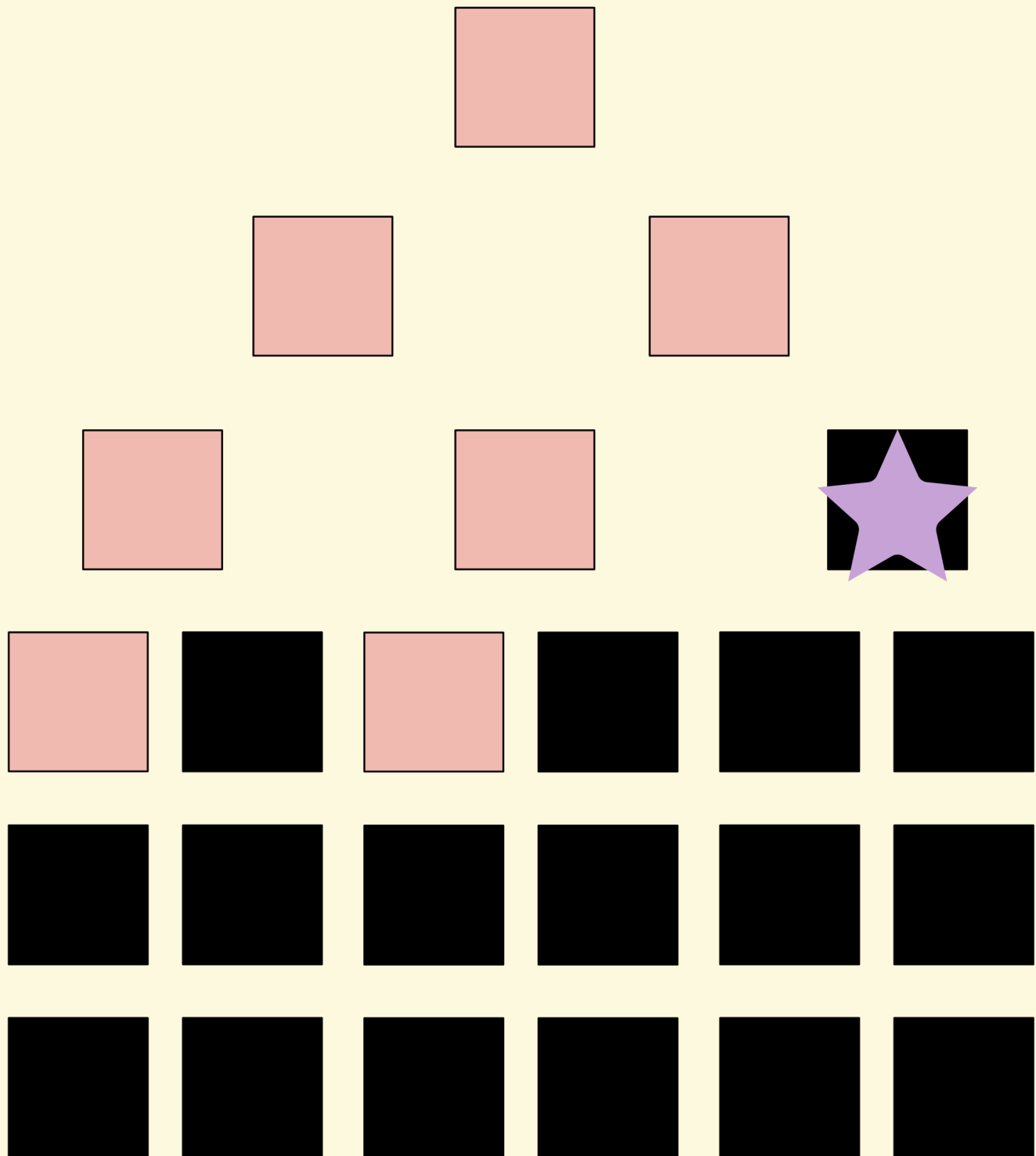
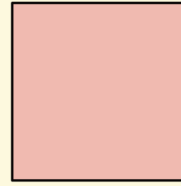
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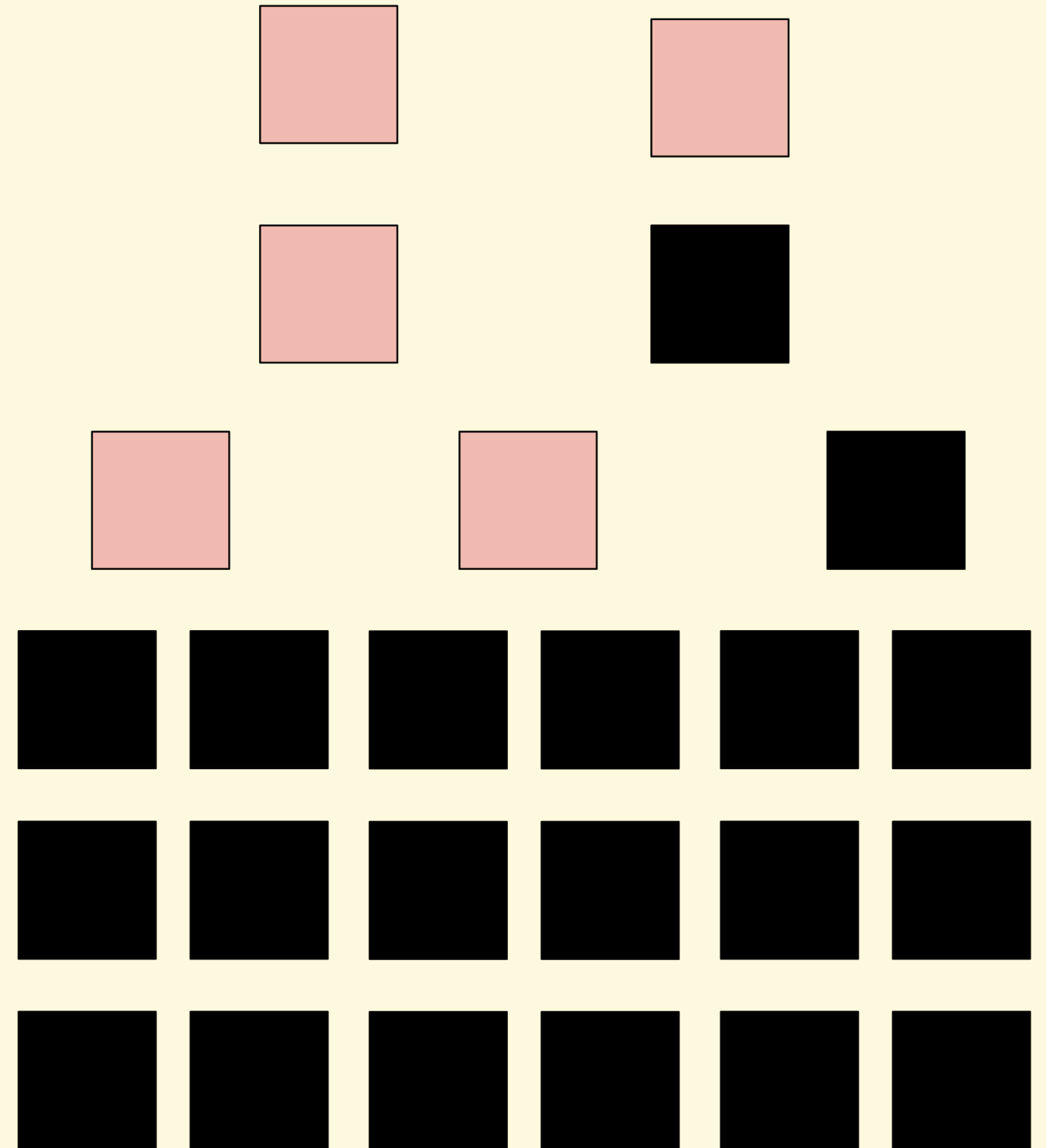
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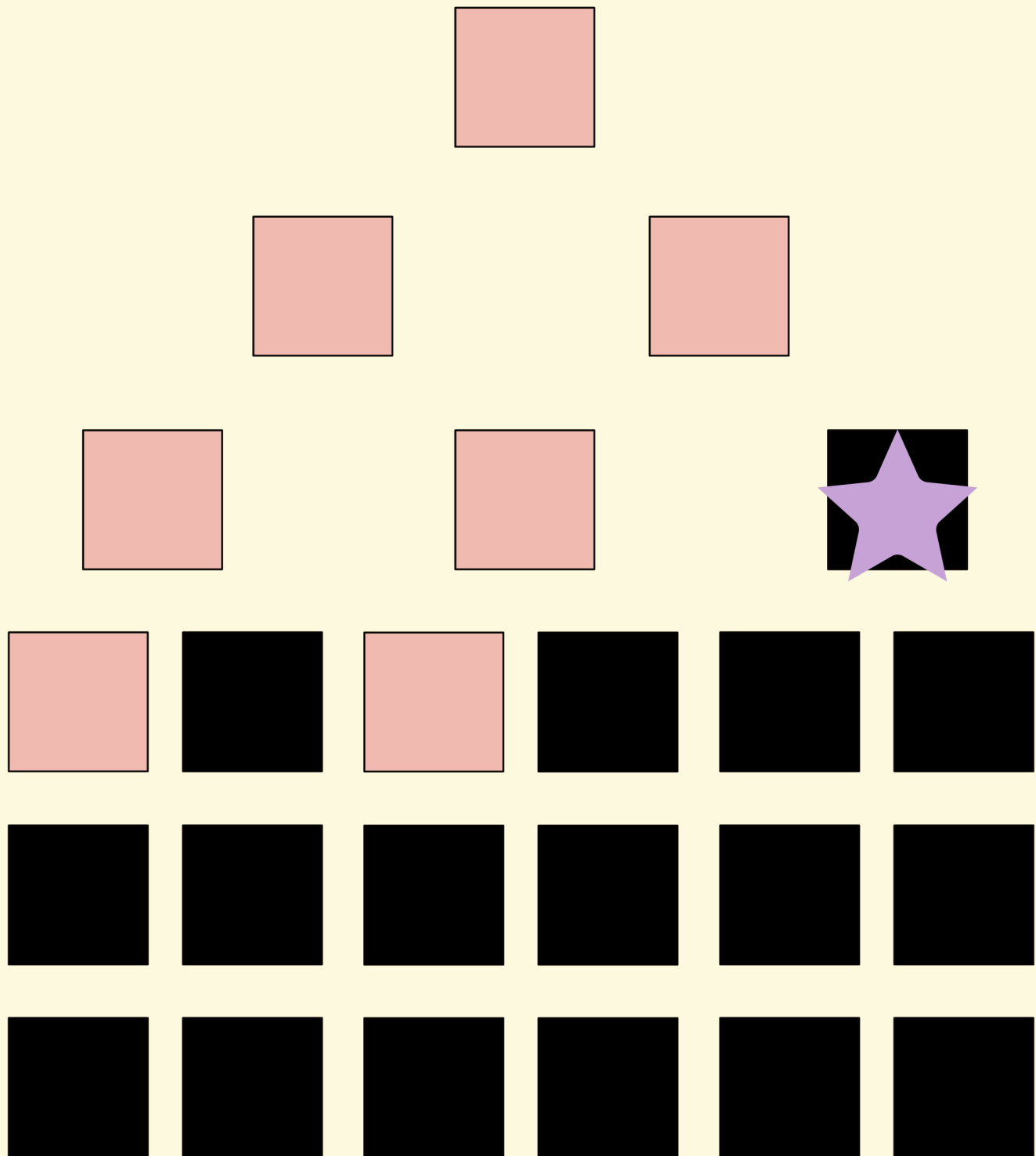
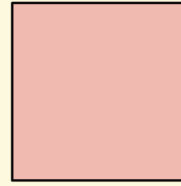
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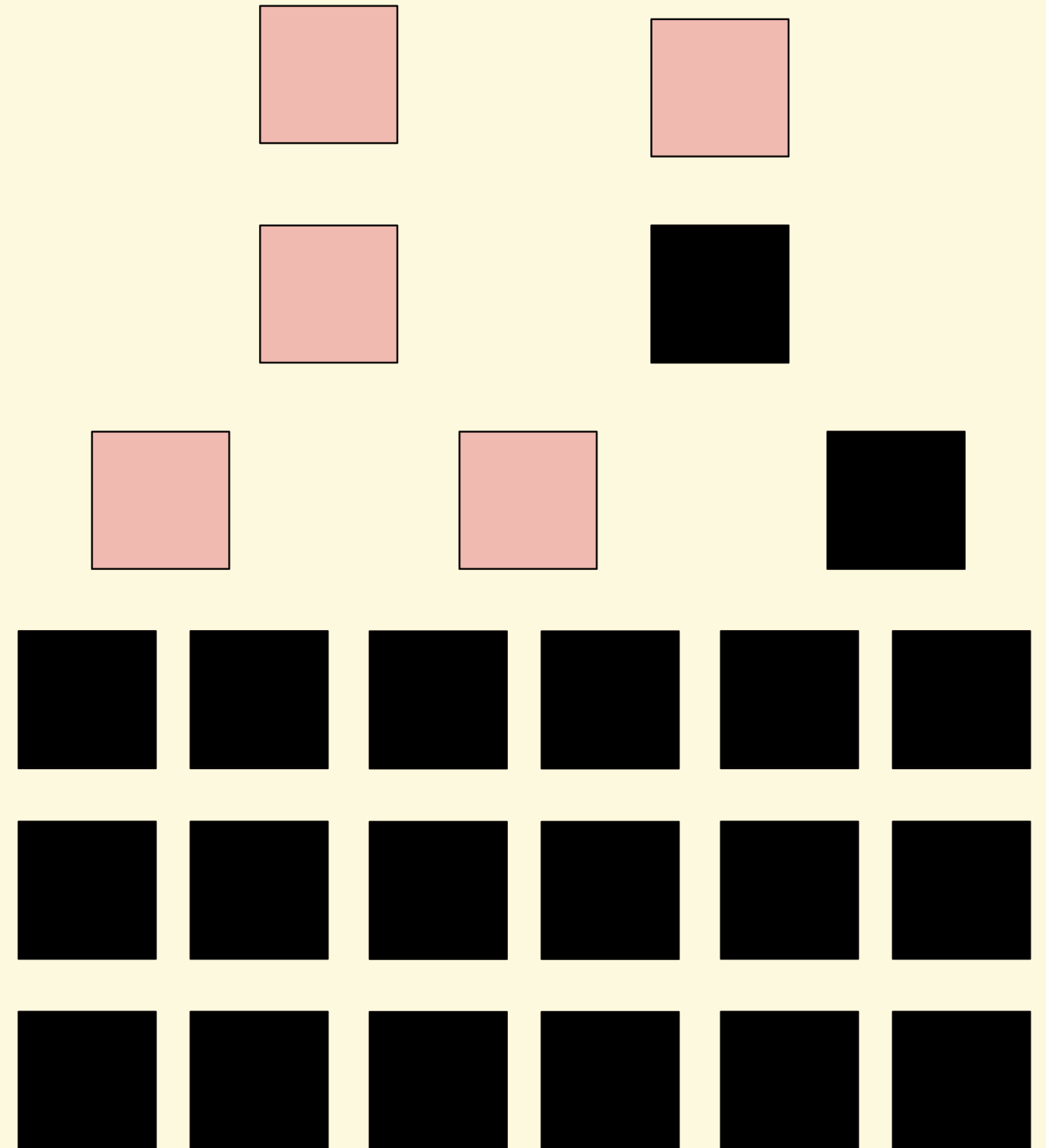
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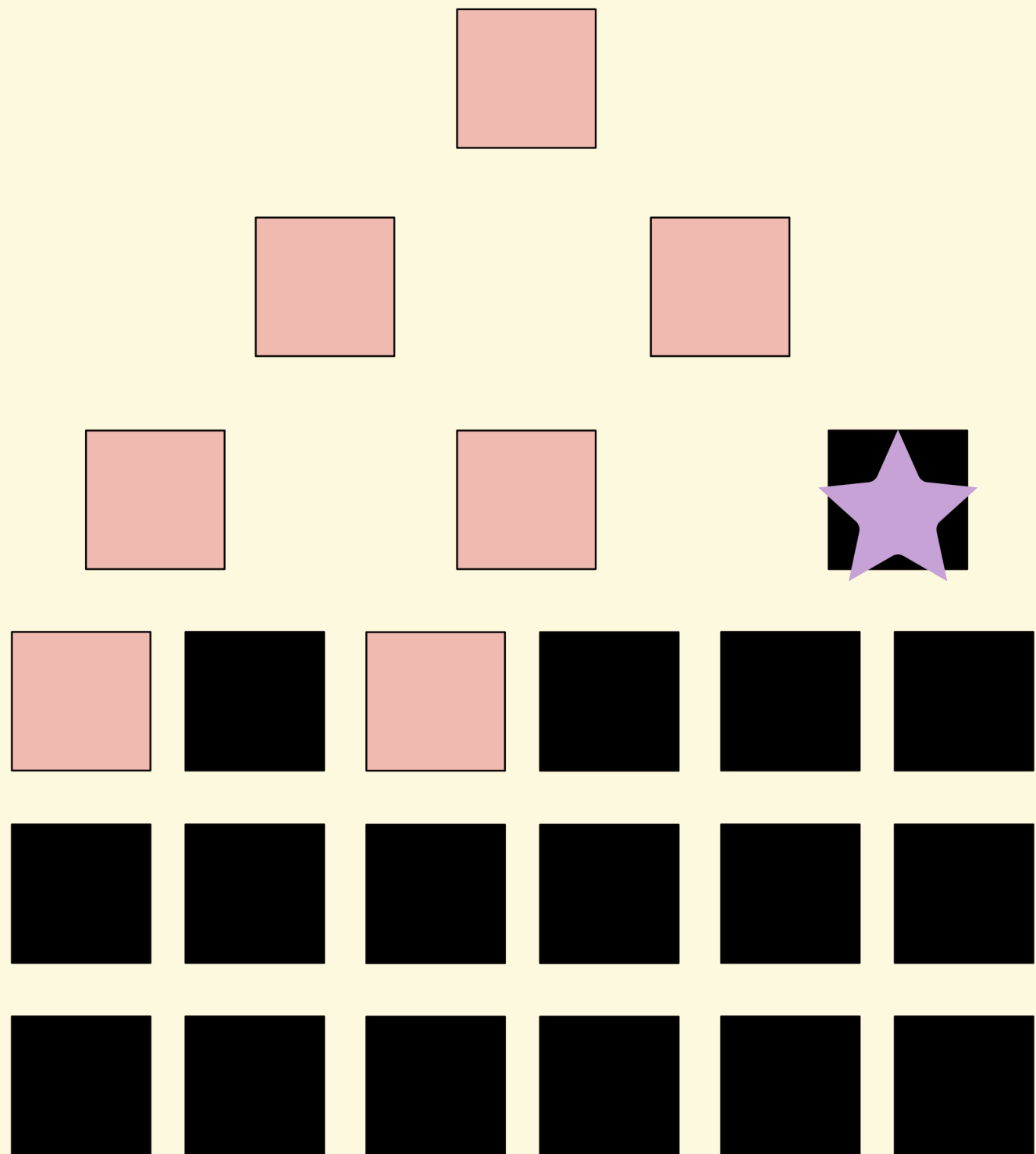


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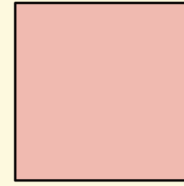


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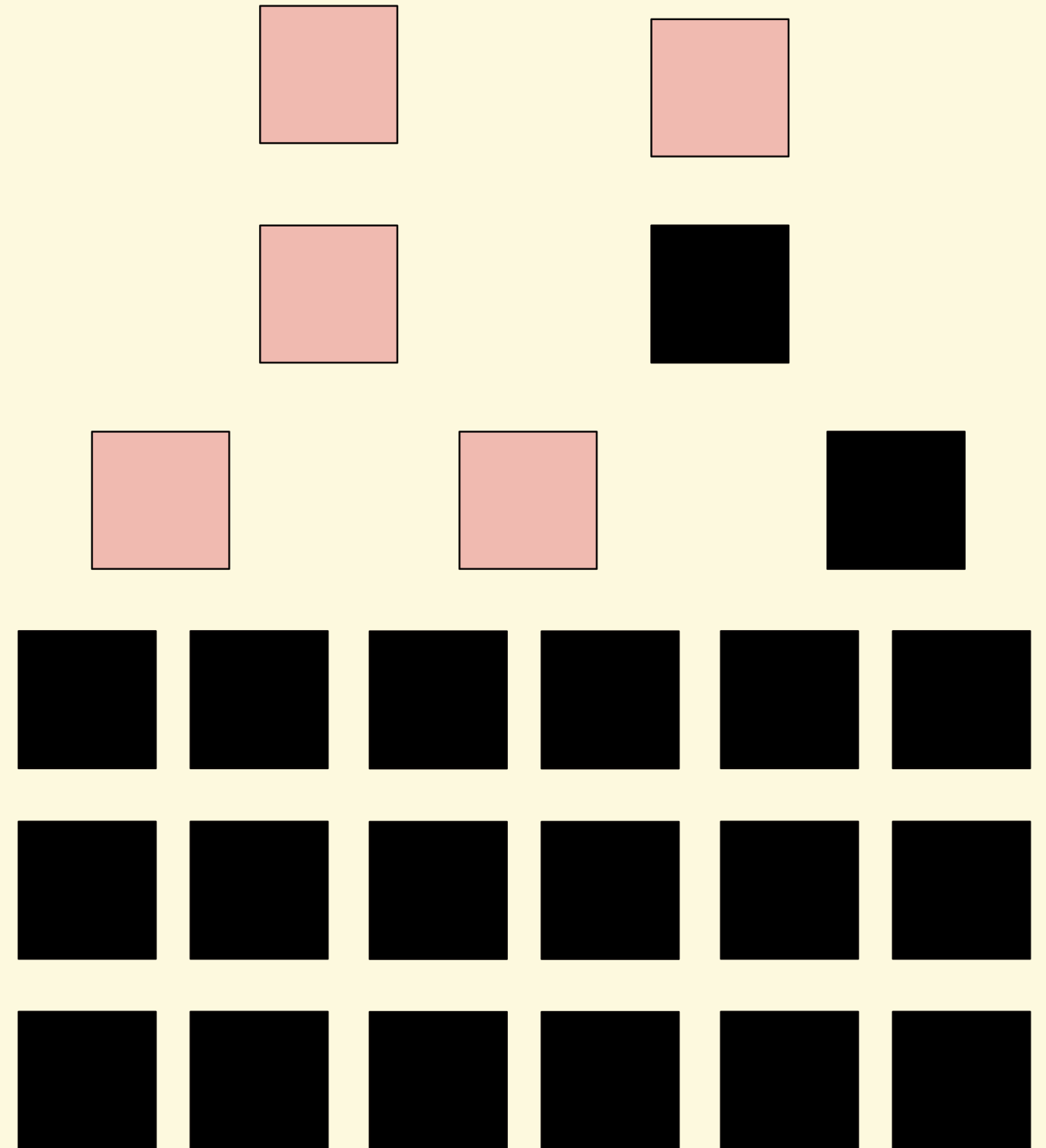
Tech Org



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Partner Orgs



Audience: What

Tech Wins

- **Delivered new customer checkout flow**
- **Delivered new self-serve customer profile update page**
- **Delivered data privacy scan findings report**
- **Migrated from EC2 to Fargate**

Audience: What

Tech Wins

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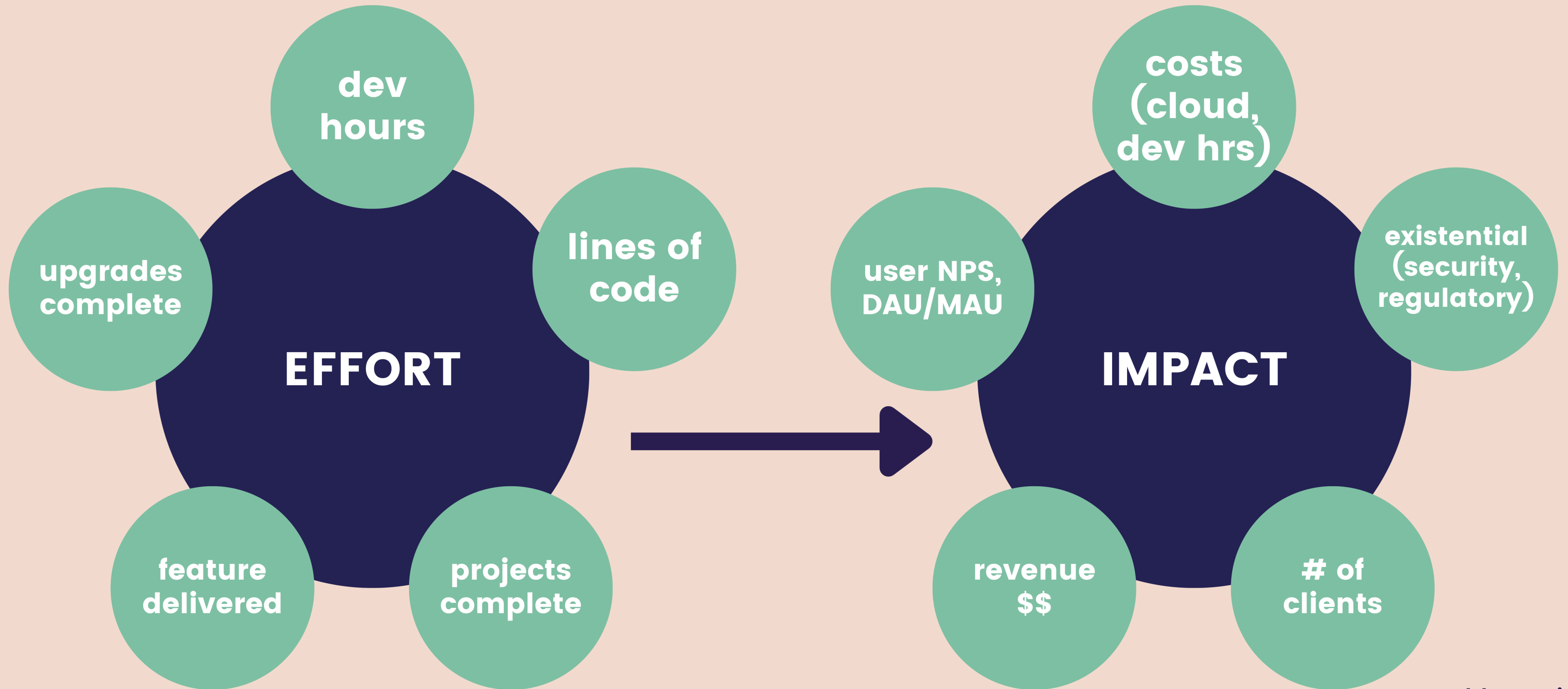
Tech Wins

- Delivered new customer checkout flow
- Delivered new self-serve customer profile update page
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- Migrated from EC2 to Fargate

Exec Wins

- Removed 2 checkout clicks, increasing revenue \$5k/day
- Reduced agent calls by 12%, saving \$100k/year
- Met regulatory requirements, avoiding \$20M in fines
- Shut down low utilization EC2 instances, saving \$30k/year on cloud costs

Audience: What



Audience: What

$$\text{Leverage} = \frac{\text{Impact Produced}}{\text{Actual Costs or Effort}}$$

IMPACT

50% increase in click through

COST/EFFORT

Low: change button, blue to red

“Low hanging fruit”



IMPACT

Saved \$2000/year in cloud costs

COST/EFFORT

High: 3 developer weeks

May not be worth it



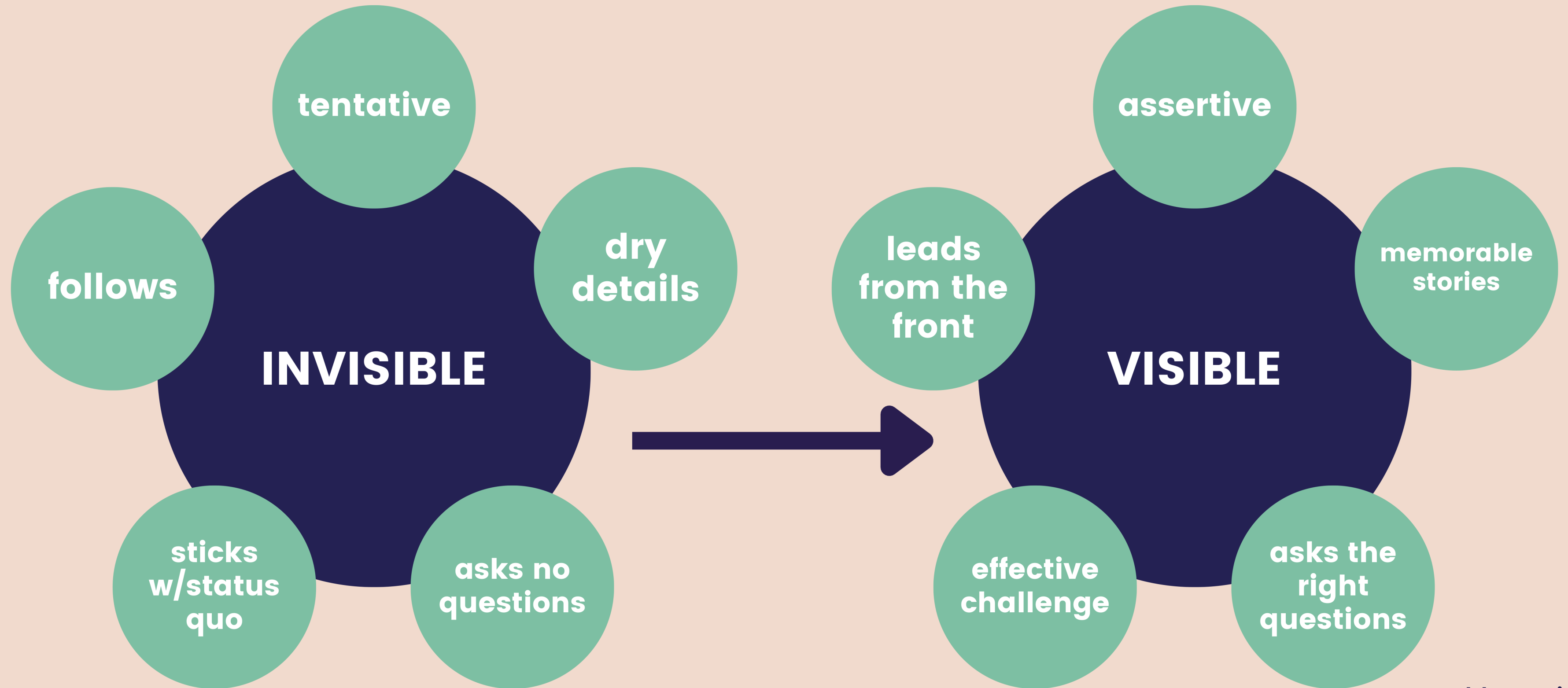
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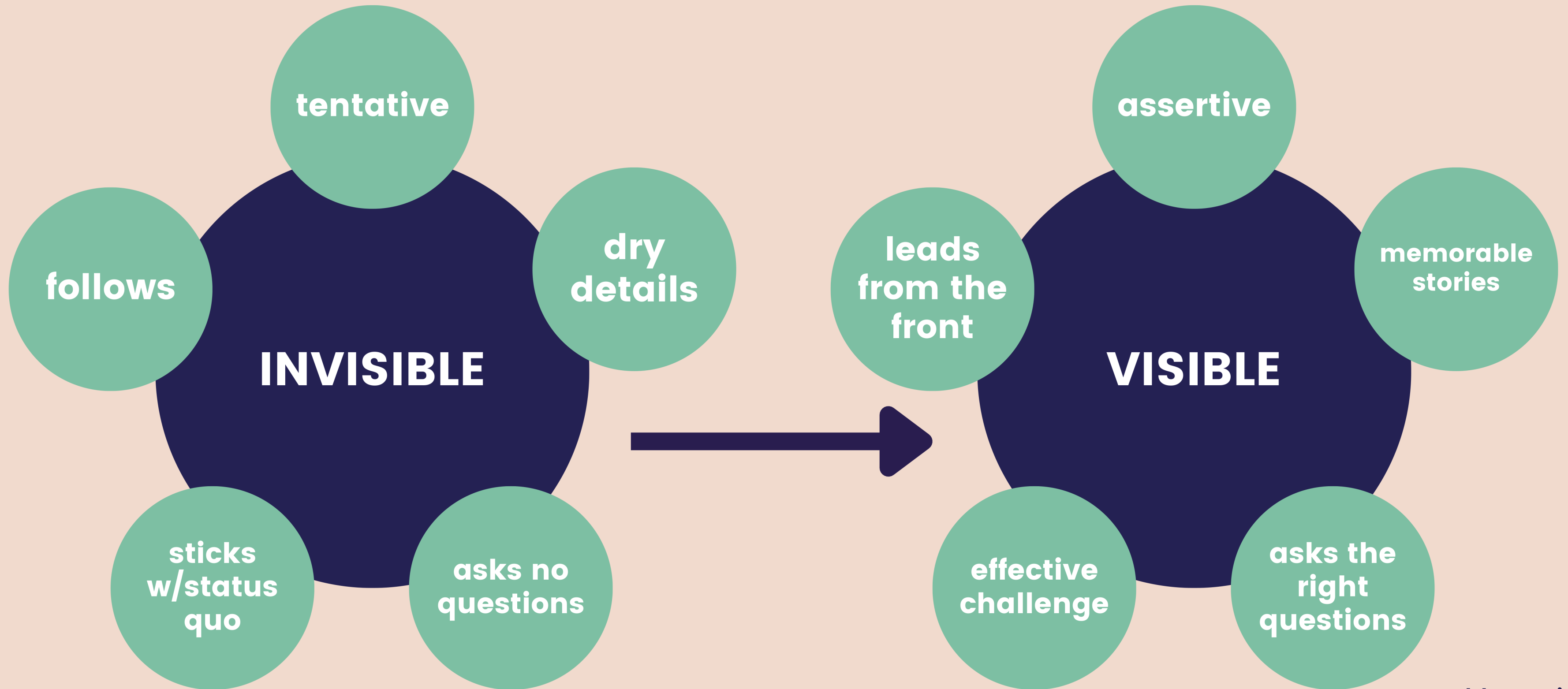


Increasing Influence

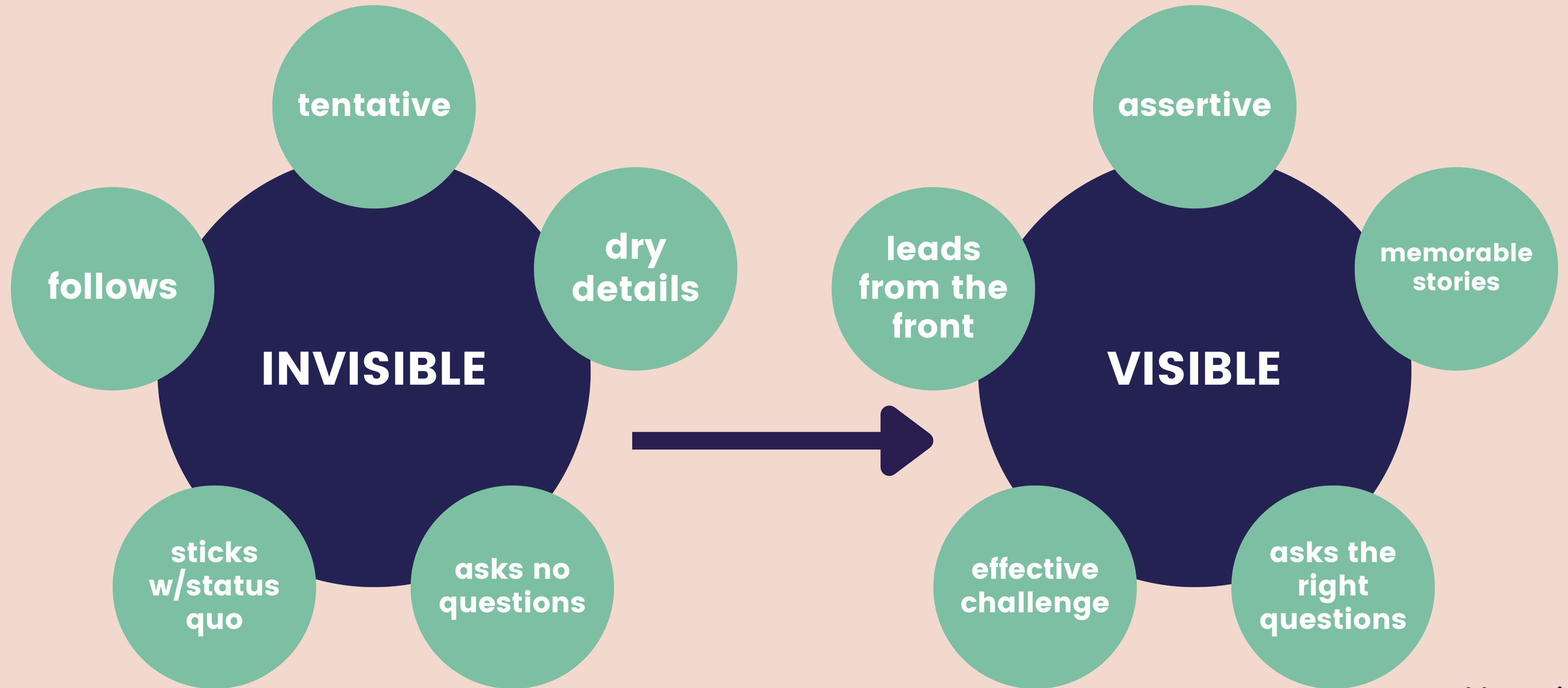
Influence: Visibility



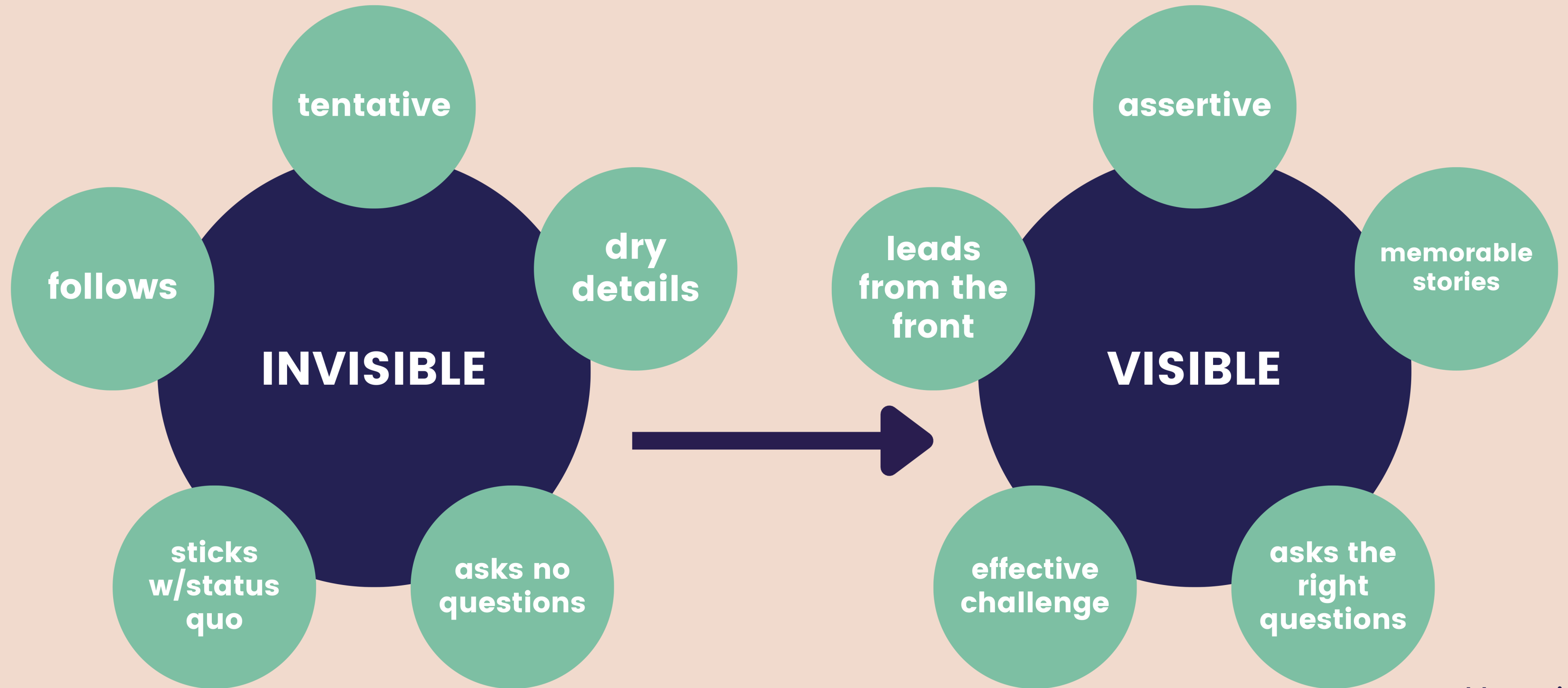
Influence: Visibility



Influence: Visibility



Influence: Visibility



Influence: Reputation

Skills

**Problem
Solver**

Vision

**Tech
trends**

Negotiator

Influence: Reputation

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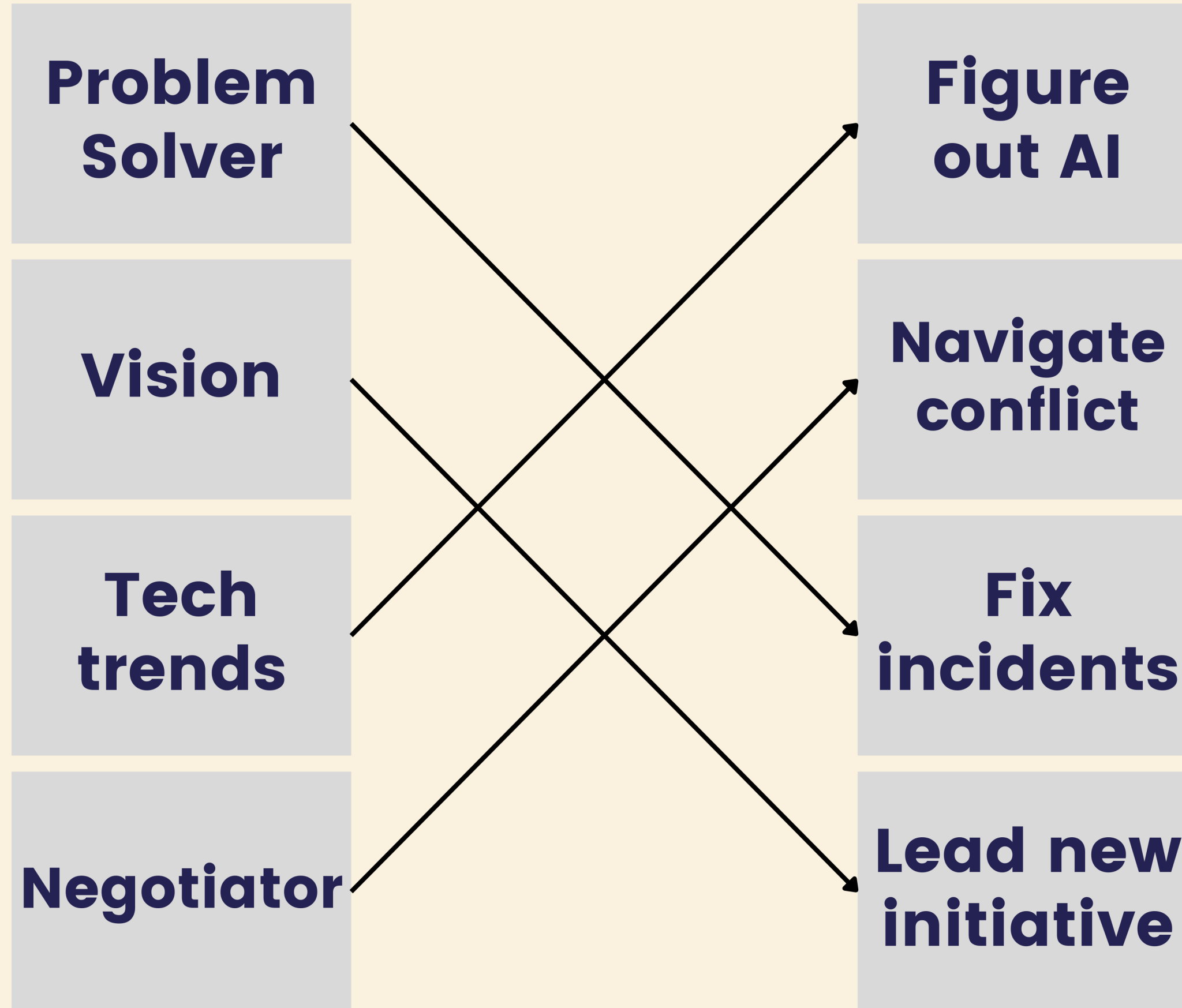
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Influence: Reputation

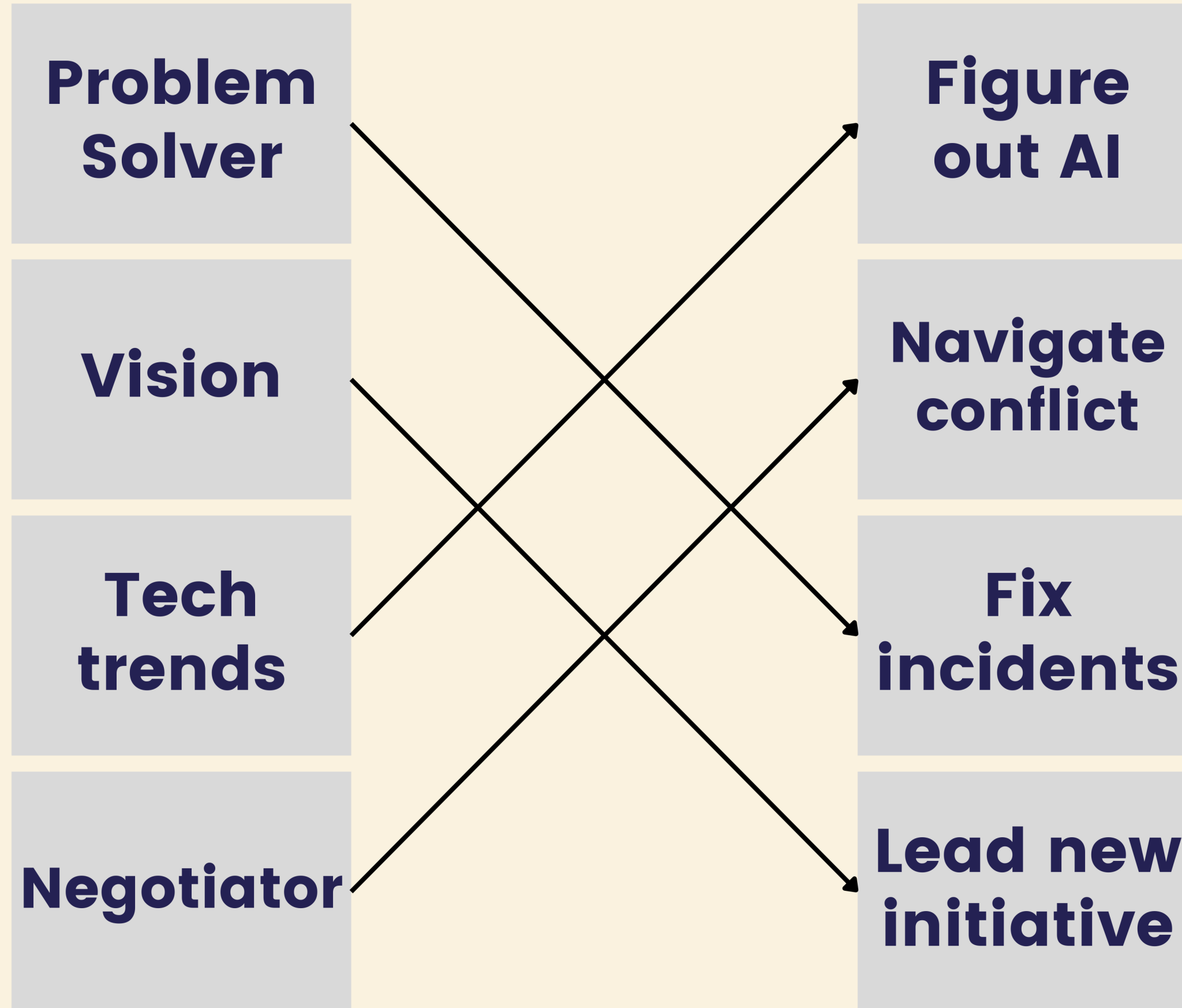
Skills



Company needs

Influence: Reputation

Skills



Company needs

Audience + Influence: When



**How are you
spending your
time?**

Audience + Influence: When



**How are you
spending your
time?**

Audience + Influence: When



**How are you
spending your
time?**



YE 2023 Action Plan

- Sharing best practices
- Architecture roadshow
- Forming collaborations
- Eliminating duplication of effort
- Contributing to cross-functional initiatives

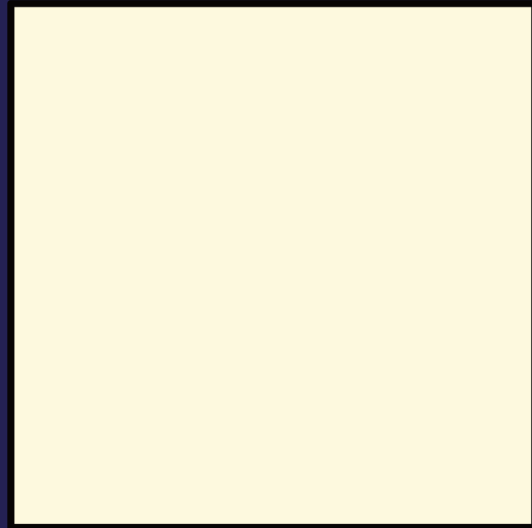


MY 2024 Review Strengths

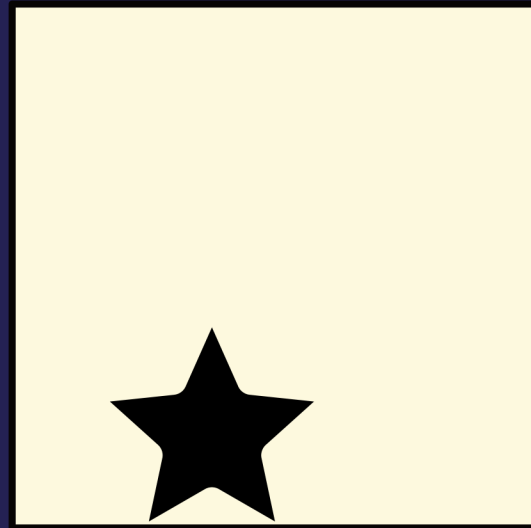
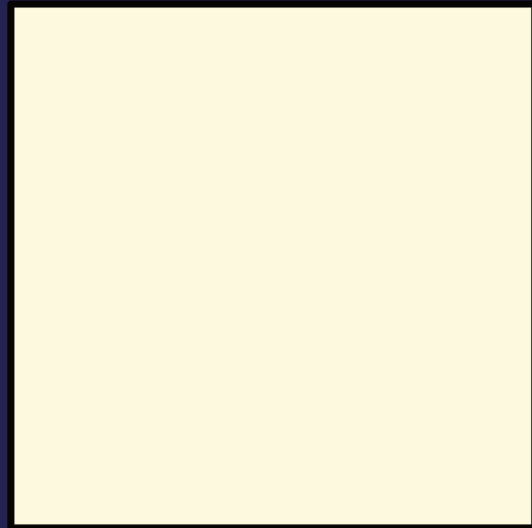
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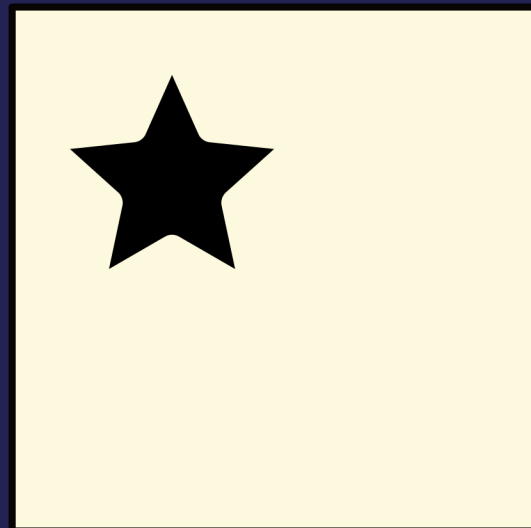
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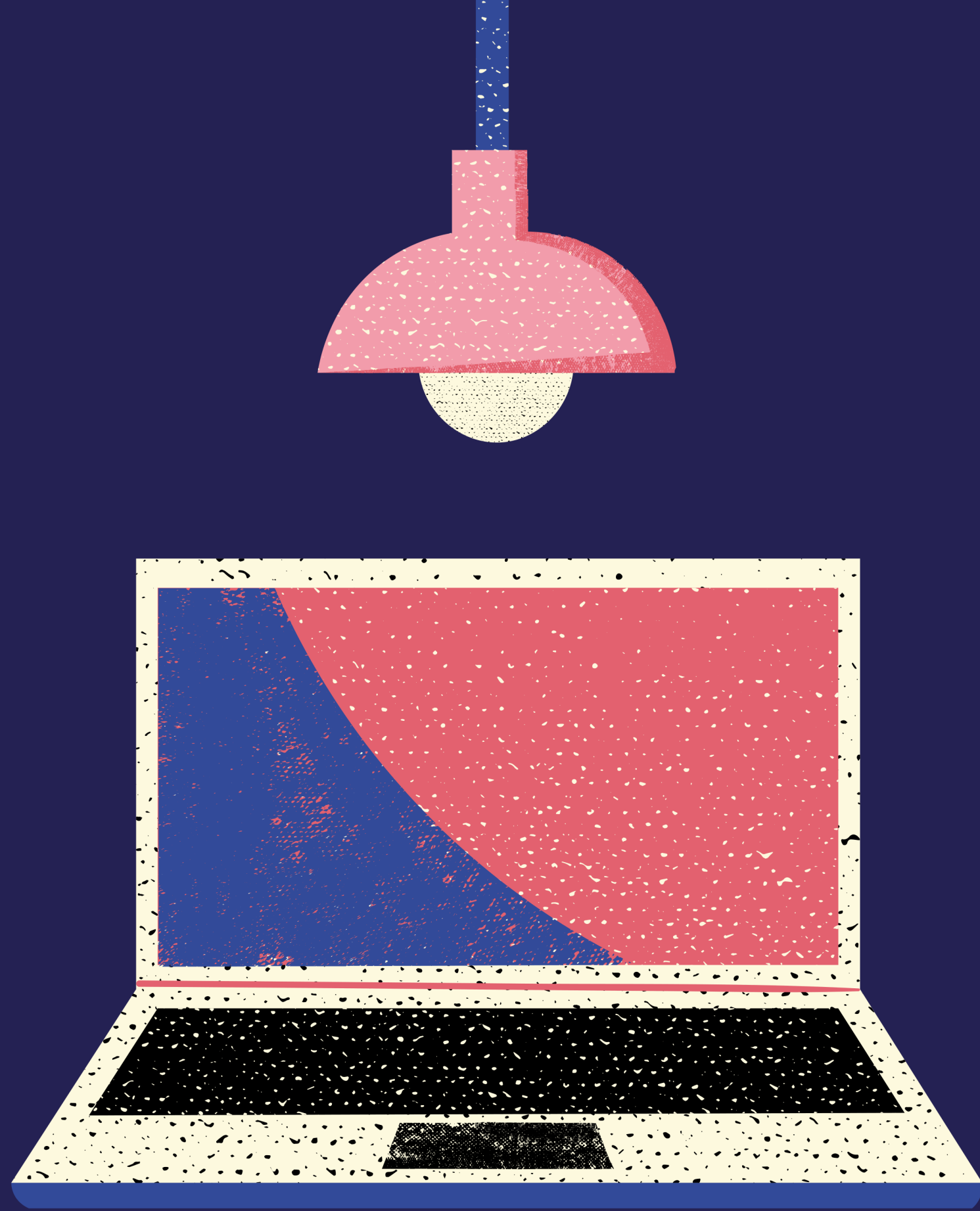
Low perf



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High potential

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Thanks!

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[@kathleencodes](https://twitter.com/kathleencodes)